# PEER REVIEW
## COORDINATING DRAFT

## TASK ANALYSIS
### FOR

## CONDUCT INTELLIGENCE PLANNING
### (CRITICAL COMBAT FUNCTION 1)

### AS ACCOMPLISHED BY A BATTALION TASK FORCE

### PRIME CONTRACTOR
### BDM FEDERAL, INC.
### W.J. MULLEN, III

Author: KENT HARRISON, *PRC, Inc.*

Submitted by MAJ Walter M. Craft, Acting Chief
Presidio of Monterey Field Unit
and
Jack Hiller, Director
Training Systems Research Division
and
Mr. Michael R. McCluskey,
Contracting Officer's Technical Representative

November 23, 1993

**19960910 102**

# Task Analysis for Conduct Intelligence Planning as Accomplished by a Battalion Task Force. Critical Combat Function 1 (CCF 1)

Kent Harrison

BDM Federal, Inc.

July 1996

United States Army Research Institute for the Behavioral and Social Sciences

# U.S. ARMY RESEARCH INSTITUTE
# FOR THE BEHAVIORAL AND SOCIAL SCIENCES

A Field Operating Agency Under the Jurisdiction
of the Deputy Chief of Staff for Personnel

EDGAR M. JOHNSON
Director

# REPORT DOCUMENTATION PAGE

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington DC 20503.

| 1. AGENCY USE ONLY *(Leave blank)* | 2. REPORT DATE<br>July 1996 | 3. REPORT TYPE AND DATES COVERED<br>Interim Report    07/17/92 - 03/15/96 |
|---|---|---|

| 4. TITLE AND SUBTITLE<br>Task Analysis for Conduct Intelligence Planning as Accomplished by a Battalion Task Force Critical Combat Function 1 (CCF 1) | 5. FUNDING NUMBERS<br>MDA903-92-D-0075-0005<br>3414<br>C01 |
|---|---|
| 6. AUTHOR(S)<br>Kent Harrison | 665803   D730 |

| 7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)<br>BDM FEDERAL INC.<br>DOD CENTER MONTEREY BAY<br>400 GIGLING ROAD<br>SEASIDE, CA 93955 | 8. PERFORMING ORGANIZATION REPORT NUMBER |
|---|---|

| 9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)<br>U.S. ARMY RESEARCH INSTITUTE FOR THE<br>   BEHAVIORAL AND SOCIAL SCIENCES<br>5001 EISENHOWER AVENUE<br>ALEXANDRIA, VA 22333-5600 | 10. SPONSORING/MONITORING AGENCY REPORT NUMBER<br><br>Contractor Report 96-27 |
|---|---|

**11. SUPPLEMENTARY NOTES**
The COR is Michael R. McCluskey. This report is published to meet legal and contractual requirements and may not meet ARI's scientific or professional standards for publication.

| 12a. DISTRIBUTION/AVAILABILITY STATEMENT<br>APPROVED FOR PUBLIC RELEASE;<br>DISTRIBUTION IS UNLIMITED. | 12b. DISTRIBUTION CODE |
|---|---|

**13. ABSTRACT** *(Maximum 200 words)*

   The purpose of CCF 1 is to produce feasible and timely plans to collect battlefield intelligence information from TF elements and to acquire intelligence information from external headquarters and units; the development, coordination and integration of intelligence information relative to the enemy, terrain and weather prior to and during TF operations; provision to the TF commander and staff the necessary intelligence input to facilitate the development and dissemination of timely and accurate orders prior to and during TF operations.

   The outcomes include:  1) Intelligence products that are integrated and coordinated with other sources; the products are prepared and analyzed according to doctrine. 2) Intelligence input to the commander and staff that is timely and accurate, enabling the development of a doctrinally correct TF order.  3) Intelligence products are updated as required and prepared for dissemination.  4) Specific and prioritized physical objectives and information requirements; sufficient time for the tasked elements to plan, prepare and execute their missions.

| 14. SUBJECT TERMS<br>Conduct Intelligence Planning, Reconnaissance and Surveillance Plan, Integrated Threat Templates, Terrain and Weather Analysis | 15. NUMBER OF PAGES |
|---|---|
| | 16. PRICE CODE |

| 17. SECURITY CLASSIFICATION OF REPORT<br>UNCLASSIFIED | 18. SECURITY CLASSIFICATION OF THIS PAGE<br>UNCLASSIFIED | 19. SECURITY CLASSIFICATION OF ABSTRACT<br>UNCLASSIFIED | 20. LIMITATION OF ABSTRACT<br><br>UNLIMITED |
|---|---|---|---|

# INDEX

## CRITICAL COMBAT FUNCTION 1
## CONDUCT INTELLIGENCE PLANNING

# PREFACE

This task analysis of **Conduct Intelligence Planning, Critical Combat Function 1** (CCF 1), is an intermediate product of the process of developing a training strategy for the CCF. The analysis reflects tasks, products, participants and processes in sequence and relationships necessary for providing intelligence planning for a heavy battalion task force. The CCF includes the planning done to collect battlefield information and to acquire information from other headquarters.

> **CRITICAL COMBAT FUNCTIONS:** *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

The battle phases PLAN, PREPARE, and EXECUTE relate to the entire battalion task force (TF) battle vice phasing for this particular CCF.

This CCF reflects changes in current Army doctrine reflected in the Draft FM 34-130, Intelligence Preparation of the Battlefield, Feb. 1993; Draft FM 34-1, Intelligence and Electronic Warfare Operations, May 1993; and Draft FM 34-2, Collection Management and Synchronization Planning, May 1993.

The tasks depicted in this CCF, although separated out as a distinct Intelligence Planning CCF, should be considered as an integral part of CCF 18, Plan for Combat Operations (see flowchart). This CCF is also one of the four CCFs comprising the Intelligence Battlefield Operating System (BOS) and forms the basis for the subsequent continuous intelligence activities that provide critical and timely intelligence and intelligence products to the TF commander, higher and adjacent units and the TF subordinate and supporting elements, during all battle phases. The continuous nature of this CCF is addressed in Task 10, Update/Refine Intelligence Products. The subtasks of Task 10 are intended to reflect "out of sequence" plan refinement resulting from new intelligence information being received during the planning phase as well as plan refinements or FRAGO's developed as a result of actions and new information occuring after the OPORD has been issued (i.e., during the Preparation and Execution Phases of the battle).

The conduct of intelligence planning is continuous. On the battlefield there is a constant flow of information and intelligence as well as requirements for information and intelligence. The process never begins from a standing start. Frequently a TF will operate over the same terrain within the same area of operations and can, upon receipt of a new mission, develop the IPB using existing intelligence data bases. However, for the purposes of analysis and for portrayal, the analyst elected to depict the function as beginning with the Brigade order for a specific mission.

## INDEX OF
## CRITICAL COMBAT FUNCTIONS
### Grouped By Battlefield Operating System (BOS)

| | | |
|---|---|---|
| **INTELLIGENCE** | (1) | Conduct Intelligence Planning |
| | (2) | Collect Information |
| | (3) | Process Information |
| | (4) | Disseminate Intelligence |
| **MANEUVER** | (5) | Conduct Tactical Movement |
| | (6) | Engage Enemy with Direct Fire and Maneuver |
| **AIR DEFENSE** | (16) | Take Active Air Defense Measures |
| | (17) | Take Passive Air Defense Measures |
| **FIRE SUPPORT** | (7) | Employ Mortars |
| | (8) | Employ Field Artillery |
| | (9) | Employ Close Air Support |
| | (10) | Conduct Electronic Collection and Jamming |
| | (11) | Conduct Battlefield PsyOps |
| | (12) | Employ Chemical Weapons |
| | (13) | Conduct Counter Target Acquisition Operations |
| | (14) | Employ Naval Gunfire |
| | (15) | Coordinate, Synchronize and Integrate Fire Support |
| **MOBILITY AND SURVIVABILITY** | (21) | Overcome Obstacles |
| | (22) | Enhance Movement |
| | (23) | Provide Countermobility |
| | (24) | Enhance Physical Protection |
| | (25) | Provide Operations Security |
| | (26) | Conduct Deception Operations |
| | (27) | Provide Decontamination |
| **COMMAND AND CONTROL** | (18) | Plan for Combat Operations |
| | (19) | Direct and Lead Unit During Preparation for the Battle |
| | (20) | Direct and Lead Units in Execution of Battle |
| **COMBAT SERVICE SUPPORT** | (28) | Provide Transport Services |
| | (29) | Conduct Supply Operations |
| | (30) | Provide Personnel Services |
| | (31) | Maintain Weapons Systems and Equipment |
| | (32) | Provide Health Services |
| | (33) | Treat and Evacuate Battlefield Casualties |
| | (34) | Conduct Enemy Prisoners of War (EPW) Operations |
| | (35) | Conduct Law and Order Operations |
| | (36) | Conduct Civil Affairs Operations |
| | (37) | Provide Sustainment Engineering |
| | (38) | Evacuate Non-combatants from Area of Operations |
| | (39) | Provide Field Services |

# STRUCTURE OF CRITICAL COMBAT FUNCTIONS
# RELEVANT TO BATTALION TASK FORCE OPERATIONS

**CRITICAL COMBAT FUNCTION**: *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

I. **Intelligence BOS** — The ways and means of acquiring, analyzing and using knowledge of the enemy, weather and terrain required by a commander in planning, preparing and conducting combat operations. These CCF are continuous throughout the planning, preparation and execution phases of the battle.

1. **CCF (1) Conduct Intelligence Planning** — The development and coordination of information relative to the enemy, weather and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this CCF is the Intelligence Preparation of the Battlefield (IPB). This CCF addresses:

   a. Reconnaissance and Surveillance plan.
   b. Integrated threat templates (doctrinal; event; input to DST).
   c. Terrain and Weather analysis.

2. **CCF (2) Collect Information** — Obtaining information in any manner from TF elements and from sources outside the TF (e.g., higher headquarters; adjacent units): this CCF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain and weather. This CCF addresses:

   a. Information collected as a result of R & S plan.
   b. Continuous information collection and acquisition from all sources.

3. **CCF (3) Process Information** — The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation in a continual process. This CCF addresses:

   a. Evaluation of threat information.
   b. Evaluation of physical environment information.
   c. Integration of intelligence information.
   d. Development of enemy intentions.
   e. Development of targeting information.
   f. Preparation of intelligence reports.
   g. Update of situational template.
   h. Provision of battlefield area reports.

4. **CCF (4) Disseminate Intelligence** — Transmission of information by any means (verbal, written, electronic etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This CCF addresses:

   a. The sending of processed intelligence in a timely manner to those on the combined arms team who can by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain and weather.

b. The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).

c. Dissemination of battlefield reports.

II. **Maneuver BOS** — The employment of direct fire weapons, platforms and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are: tank guns; BFV 25mm; anti-tank guns and rockets; attack helicopter guns and rockets; small arms; crew served weapons; directed energy weapons systems.

1. **CCF (5) Conduct Tactical Movement** — Position direct fire weapons systems relative to the enemy to secure or retain positional advantage making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This CCF addresses:

a. Subordinate element OPORD preparation and dissemination.
b. Preparation for movement.
c. Movement, mounted and dismounted; on and off road.
d. Closure of movement — tactical assembly area; tactical positions.
e. Navigation.
f. Force protection.
g. Air movement.

2. **CCF (6) Engage Enemy with Direct Fire and Maneuver** —Entering into ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This CCF relates only to those direct fire weapons systems associated with the Maneuver BOS. This CCF is initiated with the OPORD at the completion of the planning phase of the battle and includes all tasks associated with subordinate echelon planning, preparation and execution of the battle. This CCF addresses:

a. Subordinate element OPORD preparation and dissemination.
b. Preparation of engagement areas.
c. Rehearsals of battle plans.
d. Pre-combat prepare to fire checks.
e. Target acquisition.
f. Fire control and distribution.
g. Fratricide.
h. Conduct close combat.
i. Integration of direct fire with maneuver.
j. Control of terrain.
k. Prestocked ammunition.
l. Resupply during operations.
m. Maintenance during operations.
n. Consolidation and reorganization.

III. **Fire Support BOS** — The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commanders intent and scheme of maneuver. The Fire Support BOS

addresses these weapons: mortars; field artillery; close air support; electronic measures; naval gunfire.

1.  **CCF (7) Employ Mortars** — Employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent. This CCF initiates with the receipt of an OPORD by the maneuver commander and address those tasks required during the preparation and execution phases of the battle. This CCF addresses:

    a.  Subordinate element OPORD preparation and dissemination.
    b.  Prepare to fire checks.
    i.  Rehearsals.
    c.  Pre-combat checks.
    d.  Development of order to fire.
    e.  Tactical movement.
    f.  FDC operations.
    g.  Target engagements with illumination, smoke, HE.
    h.  Sustainment operations.

2.  **CCF (8) Employ Field Artillery** — The ways and means employed by the maneuver unit to cause indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. This CCF initiates upon receipt of an OPORD by the maneuver commander and includes tasks performed during the preparation and execution phases of the battle. The Fire Support Coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This CCF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This CCF addresses:

    a.  Fire Support — Maneuver unit rehearsals.
    b.  FSE operations during the preparation and execution phase of the battle.
    c.  FSO and FIST operations in coordination with their maneuver commander.
    d.  Positioning and movement within the maneuver unit sector or zone.
    e.  Indirect fire missions in support of maneuver commander's concept and intent.
    f.  Sustainment operations.
    g.  Indirect fire planning as battlefield METT-T change.

3.  **CCF (9) Employ Close Air Support** — Planning for, requesting and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the maneuver force commander's concept and intent. This CCF addresses:

    a.  Air-ground attack requests.
    b.  Air space coordination and management.
    c.  Air Liaison Officer, Forward Air Controller; other Army Fire Support Coordination Officer; USN/USMC Bde Team Commander, SALT-O and FCT-O tasks that enable air to ground attacks.

4.  **CCF (10) Conduct Electronic Collection and Jamming** —Actions taken to deny the enemy effective command, control and communications of his own tactical force in support of maneuver commander's concept and intent. This CCS includes jamming, deception, and collection.

5.  **CCF (11) Conduct Battlefield PsyOps** — Conduct psychological activities as an integral part of combat operations to bring psychological pressure to bear on enemy

forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of maneuver commander's concept and intent.

6. **CCF (12) Employ Chemical Weapons** — Employ chemical agents or other means to degrade enemy capabilities in support of maneuver commander's concept and intent.

7. **CCF (13) Conduct Counter Target Acquisition Operations** —Suppress (e.g. using smoke or dazzling illumination) or degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of maneuver commander's concept and intent.

8. **CCF (14) Employ Naval Gunfire** — The means and ends to provide naval gunfire in support of the maneuver commander's tactical operation.

9. **CCF (15) Coordinate, Synchronize and Integrate Fire Support** — Coordination of all fire support means in support of the maneuver commanders concept and intent. This CCF addresses the preparation and execution of tasks necessary to integrate the fire support detailed in the OPORD. The CCF integrates CCF 7-14 in support of maneuver commander's concept and intent.

IV. **Air Defense BOS** — The means and measures organic or assigned to the maneuver commander which when employed successfully will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.

1. **CCF (16) Take Active Air Defense Measures** — Application of firepower to destroy enemy air targets. This CCF addresses the coordinating tasks which enable the maneuver commander to successfully employ any attached or assigned air defense weapons system as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This CCF addresses:

   a. Employment of Air Defense Artillery guns and missiles.
   b. Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, tank main gun against enemy air.
   c. Airspace management.
   d. Early warning.
   e. Sustainment.

2. **CCF (17) Take Passive Air Defense Measures** — The protection of the maneuver force from enemy air by means other than weapons. This CCF will focus on the preparation and execution phases of the battle. This CCF addresses:

   a. Early warning.
   b. Dispersion.
   c. Cover and concealment.
   d. Air watch.
   e. Deception.

V. **Command and Control BOS** — The way and means a maneuver commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

1. **CCF (18) Plan for Combat Operations** — The integration of all members of the combined arms team in the coordinated development of the maneuver unit Operations Order which will guide the activities of the combined arms team in conducting combat operations to accomplish assigned missions. The product/outcome of this CCF is a briefed, understood OPORD. This CCF addresses:

   a. Receipt and analysis of higher HQ OPORD.
   b. Issuance of Warning Order.
   c. Restated mission statement.
   d. Commander's estimate process/troop leading procedures.
   e. Commander's guidance.
   f. Mission analysis (includes course of action development).
   g. Decision brief to commander.
   h. Development of a synchronized OPORD.
   i. Reproduction and distribution of OPORD to all participants.
   j. Briefing of OPORD; understanding of order by participants.
   k. FRAGO planning and issue.

2. **CCF (19) Direct and Lead Unit during Preparation for the Battle** — The ways and means to prepare combined arms task force for the battle so that the combined arms task force is ready to support the maneuver commander's concept and intent. This CCF addresses:

   a. Commander's activities.
   b. Communicating information.
   c. Briefbacks and backbriefs.
   d. Rehearsals.
   e. Management of the means of communicating information.
   f. Maintaining and updating information and force status.
   g. Managing information distribution.
   h. Decisions to act or change ongoing actions.
   i. Confirming IPB through the reconnaissance effort.
   j. Determining actions to implement decisions.
   k. Providing command presence.
   l. Maintaining unit discipline.
   m. Synchronizing tactical operations (e.g., execution matrix DST).
   n. TOC operations (e.g., staff integration and battle tracking).
   o. Continuity of command.
   p. Second in command (2IC responsibilities).
   q. Continuous and sustained operations.
   r. Communications (e.g., planning, installation and operation of system, management, site selection).

3. **CCF (20) Direct and Lead Units in Execution of Battle** — The ways and means to command and control in the combined arms task force execution of the battle plan (engaging the enemy in battle) to accomplish the maneuver commander's concept and intent. This CCF addresses:

   a. Directing the conduct of the battle.
   b. Issue orders.
   c. Command presence.
   d. Information distribution.
   e. Decide on need for action or change.
   f. Maintaining unit discipline.
   g. Synchronizing tactical operations.

    h.    TOC operations (includes CP displacement, security, survivability).
    i.    Continuity of command (e.g., C2 redundancy).
    j.    Second in command (2IC) responsibilities.
    k.    Continuous and sustained operations.
    l.    Consolidation and reorganization.

VI. **Mobility and Survivability BOS** — The ways and means of the force that permit freedom of movement, relative to the enemy, while retaining the task force ability to fulfill its primary mission as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

1. **CCF (21) Overcome Obstacles** — Enabling the maneuver force to maintain its mobility by removing or clearing/reducing natural and man-made obstacles. This CCF will initiate after receipt of the OPORD and address subordinate echelon planning as well as task force preparation and execution tasks necessary to achieve the maneuver commander's concept and intent. This CCF addresses:

    a.    Breach obstacle. Clearing a path or lane for personnel and equipment through a battlefield obstacle.
    b.    Cross gaps. Passing through or over any battlefield terrain feature, wet or dry, that is too wide to be overcome by organic/self bridging.

2. **CCF (22) Enhance movement** — Provision of adequate mobility for the maneuver unit in its area of operations. This CCF addresses:

    a.    Construction and repair of combat roads and trails.
    b.    Construction or repair of forward airfields.
    c.    Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)
    d.    Tracking status of routes.
    e.    Host nation support.

3. **CCF (23) Provide Countermobility** — Delaying, channeling, or stopping offensive movement by the enemy consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems. This CCF addresses:

    a.    Emplacement of mines and complex obstacles.
    b.    Digging tank ditches.
    c.    Creation of road craters with explosives.
    d.    Terrain enhancement.

4. **CCF (24) Enhance Physical Protection** — Providing protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies. This CCF addresses:

    a.    Construction of fighting positions.
    b.    Preparation of protective positions.
    c.    Employment of protective equipment.

5. **CCF (25) Provide Operations Security** — Denying information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This CCF addresses:

    a. Analysis to determine key assets and threats to them.
    b. Cover and concealment.
    c. Camouflage.
    d. Noise and light discipline.
    e. Counter reconnaissance.
    f. Smoke/obscurants.
    g. Physical security measures.
    h. Signal security.
    i. Electronic security.

6. **CCF (26) Conduct Deception Operations** — Taking actions to mask the real objectives of tactical operations in order to delay effective enemy reaction. This CCF addresses:

    a. Physical deception.
    b. Electronic deception.

7. **CCF (27) Provide Decontamination** — Making any person, object or area safe by absorbing, destroying, neutralizing, making harmless or removing chemical or biological agents, or by removing radioactive material. This CCF addresses:

    a. Decontamination of individual soldiers and equipment.
    b. Decontamination of weapon systems and supplies.
    c. Hasty and deliberate decontamination.

VII. **Combat Service Support BOS** — The support, assistance and service provided to sustain forces, primarily in the area of logistics, personnel services and health services.

1. **CCF (28) Provide Transport Services** — Providing or coordinating for transportation which will assure sustainment support operations in support of the maneuver commander. Upon receipt of an OPORD, this CCF addresses preparation and execution tasks necessary to achieve transportation support of the maneuver force. This CCF addresses:

    a. Movement of cargo, equipment and personnel by surface or air.
    b. Loading, transloading and unloading material and supplies.

2. **CCF (29) Conduct Supply Operations** — Providing the items necessary to equip, maintain and operate the force during the preparation and execution phases of the battle. This CCF addresses:

    a. Requesting, receiving, procuring, storing, protecting, relocating and issuing supplies to the specific elements of the force.
    b. Providing munitions to weapons systems.
    c. Providing fuel and petroleum products to equipment and weapons systems.
    d. Reporting status.

3. **CCF (30) Provide Personnel Services** — Management and execution of all personnel-related matters to sustain the force. This CCF addresses:

    a. Personnel Administrative Services.
       1) Replacement, casualty reporting.
       2) Awards and decorations.

        3) Postal Operations.
        4) Promotions, reductions.
    b. Financial services.
    c. Unit Ministry team.
    d. Legal.
    e. Public Affairs.
    f. Reporting personnel status.
    g. Preservation of the force through safety.
    h. Management of stress.

4. **CCF (31) Maintain Weapons Systems and Equipment** — Preservation and repair of weapons systems and equipment. This CCF includes the provision of repair parts and end items to all members of the combined arms team before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This CCF addresses:

    a. Preventative Maintenance.
    b. Recovery.
    c. Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
    d. Reporting status.

5. **CCF (32) Provide Health Services** — Performance, provision or arrangement for health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This CCF addresses:

    a. Preventive medicine.
    b. Field sanitation.

6. **CCF (33) Treat and Evacuate Battlefield Casualties** — Application of medical procedures on battlefield casualties beginning with "buddy aid" through trained medical personnel. The CCF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This CCF addresses:

    a. Triage of battlefield casualties.
    b. Treatment and movement of casualties to rear (medevac).
        1) Identification of levels of care and locations.
        2) Synchronization of movement of medical facilities to ensure continuity of care.
        3) Establishment of communications and maintenance of same with redundant means.
        4) Rehearsals.
        5) Resupply.
    c. Handling and processing the remains of soldiers killed in action or died of wounds.
    d. Reporting status.

7. **CCF (34) Conduct Enemy Prisoners of War (EPW) Operations** — The collection, processing, evacuation and safeguarding of enemy prisoners of war. This CCF addresses:

    a. Collecting and evacuating EPW.
    b. Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.
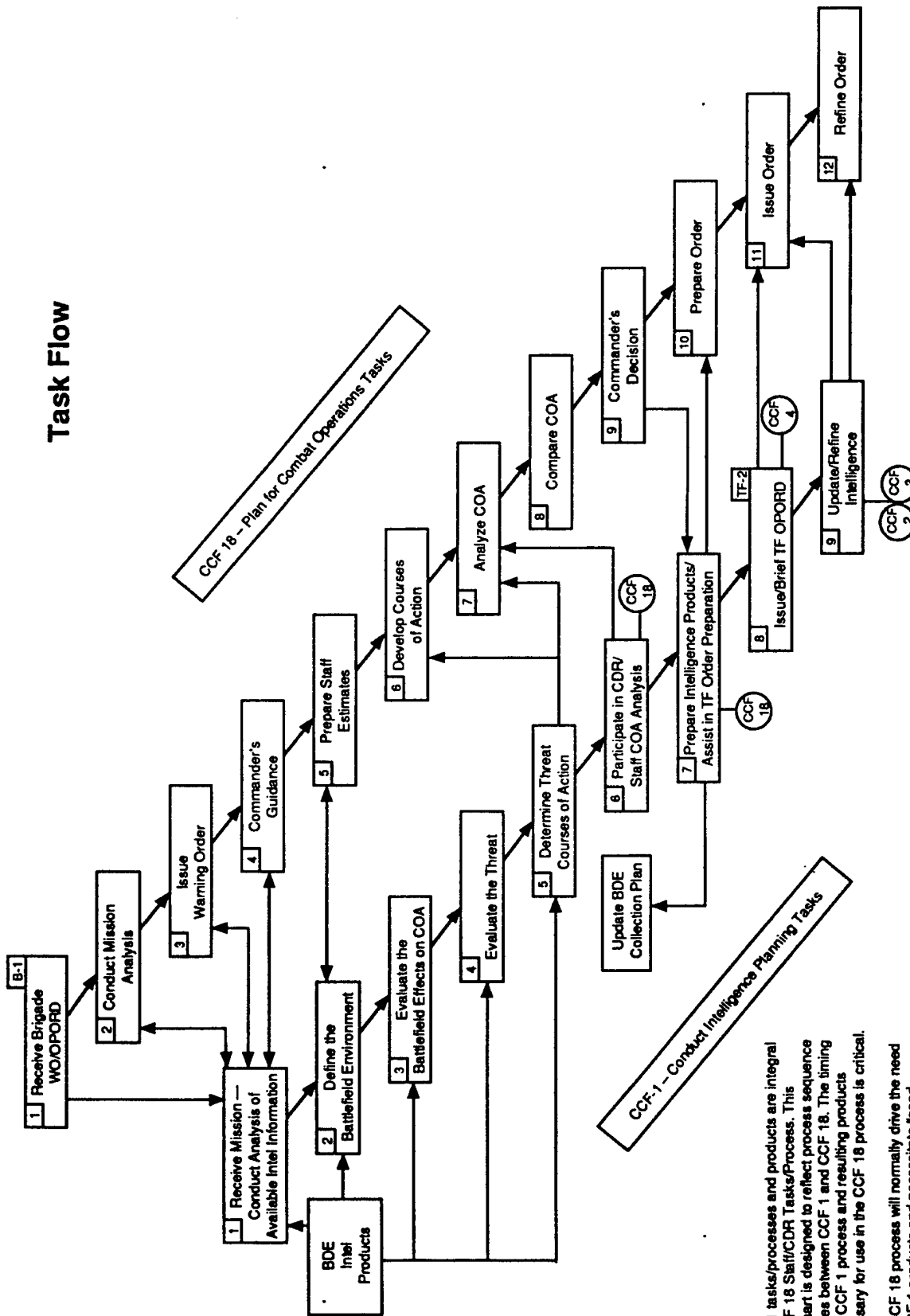
8. **CCF (35) Conduct Law and Order Operations** — Enforcement of laws and regulations and maintenance of units and personnel discipline.

9. **CCF (36) Conduct Civil Affairs Operations** — Conduct of those phases of the activities of a tactical commander which embrace the relationship between the military forces and civil authorities, and the citizens in a friendly or occupied country or area when U.S. military forces are present.

10. **CCF (37) Provide Sustainment Engineering** — The repair and construction of facilities and lines of communication. This CCF addresses:

    a. Rear area restoration.
    b. Construction and maintenance of lines of communication (roads, railroads, ports, airfields).
    c. Construction support:
       1) Marshaling, distribution and storage facilities.
       2) Pipelines.
       3) Fixed facilities.
       4) Drill wells.
       5) Dismantlement of fortifications.

11. **CCF (38) Evacuate Non-combatants from Area of Operations** — The use of available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This CCF addresses:

    a. Medical support.
    b. Transportation.
    c. Security.
    d. Preparation of temporary shelters.
    e. Operation of clothing exchange facilities.
    f. Operation of bathing facilities.
    g. Graves registration.
    h. Laundry.
    i. Feeding.

12. **CCF (39) Provide Field Services** — Performance of service logistics functions by and for Army elements in the field. This CCF addresses:

    a. Clothing exchange.
    b. Bathing facilities.
    c. Graves registration.
    d. Laundry and clothes renovation.
    e. Bakeries.
    f. Feeding (rations supply, kitchens).
    g. Salvage.

# OUTCOMES AND PURPOSE OF CCF 1

## OUTCOMES

1. Intelligence products that are integrated and coordinated with other sources; the products are prepared and analyzed according to doctrine.

2. Intelligence input to the commander and staff during the planning phase of the battle that is timely and accurate, enabling the development of a doctrinally correct TF order.

3. A TF Reconnaissance and Surveillance Plan that directs intelligence information collection; is specific and prioritized as to physical objectives and information requirements; provides sufficient time for the tasked elements to plan, prepare, and execute their missions; provides intelligence for early TF planning; and requests resources from TF external sources necessary for mission accomplishment.

4. Intelligence products are updated as required and prepared for dissemination.

## PURPOSE

Produce feasible and timely plans to collect battlefield intelligence information from TF elements and to acquire intelligence information from external headquarters and units; the development, coordination and integration of intelligence information relative to the enemy, terrain and weather prior to and during TF operations; provision to the TF commander and staff the necessary intelligence input to facilitate the development and dissemination of timely and accurate orders prior to and during TF operations.

# Task Flow

CCF 18 – Plan for Combat Operations Tasks

CCF-1 – Conduct Intelligence Planning Tasks

B-1

| 1 | Receive Brigade WO/OPORD |

| 2 | Conduct Mission Analysis |

| 3 | Issue Warning Order |

| 4 | Commander's Guidance |

| 5 | Prepare Staff Estimates |

| 6 | Develop Courses of Action |

| 7 | Analyze COA |

| 8 | Compare COA |

| 9 | Commander's Decision |

| 10 | Prepare Order |

| 11 | Issue Order |

| 12 | Refine Order |

| 1 | Receive Mission — Conduct Analysis of Available Intel Information |

| 2 | Define the Battlefield Environment |

| 3 | Evaluate the Battlefield Effects on COA |

| 4 | Evaluate the Threat |

| 5 | Determine Threat Courses of Action |

| 6 | Participate in CDR/ Staff COA Analysis |

| 7 | Prepare Intelligence Products/ Assist in TF Order Preparation |

| 8 | Issue/Brief TF OPORD |

| 9 | Update/Refine Intelligence |

BDE Intel Products

Update BDE Collection Plan

TF-2

CCF 18

CCF 18

CCF 4

CCF 2  CCF 3

November 23, 1993

Intelligence planning is continuous throughout the planning, preparation and execution phases of the battle.

Note:

CCF 1 tasks/processes and products are integral to CCF 18 Staff/CDR Tasks/Process. This flowchart is designed to reflect process sequence linkages between CCF 1 and CCF 18. The timing of the CCF 1 process and resulting products necessary for use in the CCF 18 process is critical.

The CCF 18 process will normally drive the need for CCF 1 products and necessitate "good enough"/not fully completed products being used initially.

# OTHER CCF WHICH INTERACT WITH CCF 1

| CCF # | TITLE | LOGIC |
|-------|-------|-------|
| CCF 2 | Collect Information | As additional information is received, planning is revised/refined. This CCF will produce the collection plan which directs and guides the collection of information. |
| CCF 3 | Process Information | Additional information required to fill voids will necessitate revised plans. |
| CCF 4 | Disseminate Intelligence | Intelligence briefed at the OPORD briefing is disseminated to key TF personnel. |
| CCF 18 | Plan for Combat Operations | Intelligence products resulting from the IPB process are vital to the OPORD planning and decision making and become part of the order when disseminated to the TF. |

## CCF 1

## KEY PARTICIPANTS BY TASK

| PLANNING TASKS | KEY PARTICIPANTS |
|---|---|
| 1. Receive mission — Conduct Analysis of Available Intelligence Information | TF S2, BICC, Intel NCO |
| 2. Define the Battlefield Environment | TF S2, S3, S3 Air, S1/4, CMLO, Air Def Officer, Engr, S2 Section and BICC |
| 3. Evaluate the Battlefield Effects on Courses of Action | TF S2, S2 Section and BICC, TF Engr, TF Air Defense Officer, TF CESO, S3 Air |
| 4. Evaluate the Threat | TF S2, S2 Section and BICC, Engr, CMLO, FSO, S1/4, S3 Air, Air Def Officer |
| 5. Determine Threat Course of Action | TF S2, S2 Section and BICC, S3, S3 Air, S1/4, CMLO, Air Def Officer, Engr, FSO |
| 6. Participate in TF Course of Action Analysis | TF Cdr, Staff, S2 and selected S2 Section Individuals. |
| 7. Prepare Intelligence Products and Assist in OPORD Preparation | TF S2, S2 Section, and BICC |
| 8. Issue/Brief OPORD | TF Cdr, S2, Staff |
| 9. Update/Refine Intelligence Plan | TF S2, S2 Section and BICC |

# KEY INPUTS AND OUTPUTS TO CCF 1
## (W/ CRITICAL INFORMATION)

## KEY INPUTS

**B-1    Brigade OPORD**

a.  Brigade and Division commander's intent
b.  Brigade mission and concept of operation
c.  Brigade intelligence annex
   –   Priority intelligence requirements (PIR)
   –   Intelligence requirements (IR)
   –   Reconnaissance and surveillance plan (collection plan) .
   –   Brigade situation template
   –   Modified combined obstacle overlay (MCOO)

**TF-1    TF Tactical Standing Operating Procedures (TSOP)**

a.  TF staff process
b.  OPSEC procedures

**CCF-2    Collect Intelligence Information**

a.  Intelligence and battlefield information reports from brigade and other external headquarters; TF units
b.  Existing intelligence database on weather, terrain and enemy
c.  Intelligence information reports from TF subordinate and supporting elements during planning and preparation phase

**CCF-18    Plan for Combat Operations**

a.  Task force commander's planning guidance
b.  Priority Intelligence Requirements (PIR) guidance from TF commander
c.  TF commander's intent
d.  TF commander/S3 guidance on area of interest

## KEY OUTPUTS

**Task 1    Receive Mission — Conduct Analysis of Available Intelligence Information**

a.  Initial PIR/IR (input to Task 7, CCF 1 and Task 7, CCF 18)
b.  Initial warning order input (input to Task 1, CCF 18)

**Task 2    Define the Battlefield Environment**

    a.    TF area of operations (AO) and area of interest (AI)
    b.    Input to Tasks 3–5, CCF 1


**Task 3    Evaluate the Battlefield Effects on Courses of Action**

    a.    Air and ground OCOKA analysis (input to Task 5, CCF 1)
    b.    Line-of-sight analysis (input to Task 5, CCF 1)
    c.    Modified combined obstacles overlay (input to TF OPORD and Task 10, CCF 18)
    d.    Visibility
    e.    Temperature
    f.    Wind
    g.    Precipitation
    h.    Effects of all of above on friendly and enemy operations (input to intelligence annex, TF OPORD and CCF 18)


**Task 4    Evaluate the Threat**

    a.    Doctrinal template
    b.    Input to Task 5, CCF 1


**Task 5    Determine Threat Courses of Action**

    a.    Updated situation template (input to Task 7, CCF 18)
    b.    Event template and event analysis matrix (input into the development of DST and Task 10, CCF 18)


**Task 6    Participate in TF COA Analysis**

    a.    Finalize PIR/IR
    b.    Input to TF OPORD and Task 10, CCF 18)


**Task 7    Prepare Intelligence Products and Assist in TF Orders Preparation**

    a.    Input to warning order (Task 10, CCF 18)
    b.    Reconnaissance and surveillance plan (input to Task 10, CCF 18)
    c.    Input to DST (input to Task 10, CCF 18)
    d.    Situation template (input to Task 10, CCF 18)
    e.    Intelligence annex to TF OPORD (input to Task 10, CCF 18)


**Task 8    Issue/Brief OPORD**


**Task 9    Update/Refine Intelligence Products/Plan**

# CCF 1
## TASK LIST (SUMMARY)

See Task Analysis of interacting CCFs for detailed analysis of all related planning, preparation and execution tasks. See CCF 18 for analysis of planning process and all planning tasks. References are shown in parenthesis (..) after the task title. Task titles are either taken directly from an MTP task or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents. Titles not taken directly from the MTP are marked with an asterisk (*).

1.  Receive mission — conduct analysis of available intelligence information* (ARTEP 71-2 MTP, Task 7-1-3906/5, 3906/6, 3906/7, 3905/1; FM 34-130, Chapter 3).

2.  Define the battlefield environment (FM 34-130, Chap. 2)

3.  Evaluate the battlefield effects on courses of action (FM 34-130, Chap. 2)

4.  Evaluate the threat (FM 34-130, Chap. 2)

5.  Determine threat courses of action (ARTEP 71-2 MTP, Task 7-1-3906/2; FM 71-123, Chap. 1; FM 34-130, Chap. 4)

6.  Participate in TF COA analysis (ARTEP 71-2 MTP, Task 7-1-3906/2; FM 71-123, Chap. 1; FM 34-130, Chap. 4)

7.  Prepare intelligence products and assist in TF OPORD Preparation* (ARTEP 71-2 MTP, Task 7-1-3901/8; Drills 3 and 4A, ARTEP 34-245-10-DRILL; FM 71-123, Chap. 1; FM 34-130, Chaps. 4 and 5).

8.  Issue/brief OPORD (ARTEP 71-2 MTP, Task 7-1-3901/6, 3901/7; FM 71-123, Chap. 1).

9.  Update/refine intelligence products/plan (ARTEP 71-2 MTP, Task 7-1-3901/8; Drills 2, 3, and 4A, ARTEP 34-245-10-DRILL; FM 71-123, Chap. 1; FM 34-130, Chaps. 4 and 5).

# CONDUCT INTELLIGENCE PLANNING
## TASK LIST

See CCF 1 and CCF 18 for detailed analysis of planning process and all planning tasks. Key input/output and products are listed at page 15. References are shown in parenthesis (..) after the task title. Task titles are either taken directly from an MTP task or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents. Titles not taken directly from the MTP are marked with an asterisk (*).

1.  **Receive Mission — Conduct Analysis of Available Intelligence Information\*** (ARTEP 71-2 MTP, Task 7-1-3906/5, 3906/6, 3906/7; FM 34-130, Chap. 2; FM 34-130, Chap. 3).

    a.  Analyze brigade intelligence annex and other products for enemy, weather and terrain factors.

    b.  Assist TF staff in mission analysis.

    c.  Request additional intelligence information from appropriate headquarters.

    d.  Assist in preparation of initial TF Warning Order.

    e.  Receive the TF commander's restated mission, planning guidance, and Priority Intelligence Requirements (PIR). The PIR must be in sufficient detail to focus collection.

    f.  Provide the TF staff with relevant current threat situation and information for initial staff work.

    g.  Conduct ground reconnaissance (it is critical for the S2 to see the ground upon which the operations will occur as early in the planning process as possible).

2.  **Define the Battlefield Environment** (FM 34-130, Chap. 2).

    a.  Identify significant characteristics of the environment:

        1)  Geography of the area.

        2)  Threat forces and their capabilities, in general terms.

        3)  Population demographics.

        4)  Political or socio-economic factors.

        5)  Infrastructures, such as transportation or telecommunications.

        6)  Rules of engagement or legal restrictions such as international treaties or agreements.

    b.  Identify the limits of the Area of Operations (AO).

        1)  Ground AO.

        2)  Air AO.

c.  Establish the limits of the Area of Interest (AI).

    1)  Ground AI.

    2)  Air AI.

d.  Identify gaps in current intelligence holdings.

    1)  Review current database.

    2)  Identify and prioritize gaps in current holdings.

    3)  Identify gaps that cannot be filled in time available.

e.  Identify the amount of detail required and feasible within the time available for IPB.

f.  Collect the material and intelligence required to conduct the remainder of the IPB.

g.  Continue to develop the PIR and IR.

3.  **Evaluate the Battlefield Effects on Courses of Action** (FM 34-130, Chap. 2).

a.  Evaluate the effects of terrain on friendly course of action.

    1)  Obtain any products available from the engineer terrain detachment.

    2)  Conduct ground/terrain reconnaissance if at all possible.

    3)  Analyze terrain using the five military aspects of terrain:
       – Observation and fields of fire.
       – Cover and concealment.
       – Obstacles.
       – Key terrain.
       – Avenues of approach.

    4)  Use a terrain analysis methodology to:
       – Identify no-go, slow-go, go terrain.
       – Identify mobility corridors.
       – Identify avenues of approach.
       – Determine most likely avenues of approach.
       – Identify likely threat objectives/missions.
       – Identify key and decisive terrain.
       – Analyze observation and fields of fires.
       – Analyze cover and concealment.

    5)  The TF engineer, the CMLO, the S3 Air and Air Defense Officer participate in assisting the S2 in evaluating the effects of terrain on ground and air operations.

    6)  Develop the modified combined obstacle overlay
       – No-go and slow-go terrain (consider weather).
       – Key terrain.
       – Obstacles.
       – Contaminated areas (known and potential).
       – Avenues of approach and axies of advance.
       – Mobility corridors.
       – Friendly and threat objectives.
       – Friendly and threat air avenues of approach.

    7)  Amplify Brigade IPB products as appropriate.

b.   Evaluate the effects of weather on friendly courses of action.

1)   Determine visibility (including fog and cloud cover) and light data and analyze effect on operations.

2)   Determine wind speed and direction and analyze effects on operations.

3)   Evaluate precipitation data and determine effect on operations.

4)   Evaluate temperature and humidity and determine effect on operations, personnel and equipment.

5)   The TF Air Defense Officer, S3 Air and TF engineer participants with the S2 in determining weather effects on air and ground operations.

6)   The TF CMLO participates with the S2 in determining the effects of weather on smoke and chemical employment.

c.   Evaluate the effects of other characteristics of the battlefield on friendly courses of action.

1)   Determine effects of logistics infrastructure.

2)   Determine effects of population demographics.

3)   Determine effects of politics.

4)   Determine effects of economics.

5)   Other.

d.   Judge the combined effects of the battlefield environment on friendly courses of action.

1)   Combine the evaluation of the effects of weather, terrain and other characteristics into one integrated product.

2)   Communicate this integrated analysis through:
   –   Graphic products.
   –   Analysis of area of operations in para. 2 of intelligence estimate.
   –   Intelligence Annex to TF OPORD.

e.   Evaluate the effects of terrain on the threat courses of action.

1)   Evaluate the effects of terrain for all threat COA.
   –   Obtain any products available from the engineer terrain detachment.
   –   Conduct ground/terrain reconnaissance if at all possible.
   –   Analyze terrain using the five military aspects of terrain:
      –   Observation and fields of fire.
      –   Cover and concealment.
      –   Obstacles.
      –   Key terrain.
      –   Avenues of approach.
   –   Use a terrain analysis methodology to:
      –   Identify no-go, slow-go, go terrain.
      –   Identify mobility corridors.
      –   Identify avenues of approach.
      –   Determine most likely avenues of approach.
      –   Identify likely threat objectives/missions.
      –   Identify key and decisive terrain.

- – Analyze observation and fields of fires.
- – Analyze cover and concealment.
- – The TF engineer, the CMLO, the S3 Air and Air Defense Officer participate in assisting the S2 in evaluating the effects of terrain on ground and air operations.
- – Develop the modified combined obstacle overlay
  - – No-go and slow-go terrain (consider weather).
  - – Key terrain.
  - – Obstacles.
  - – Contaminated areas.
  - – Avenues of approach and axies of advance.
  - – Mobility corridors.
  - – Friendly and threat objectives.
  - – Friendly and threat air avenues of approach.
- – Amplify Brigade IPB products as appropriate.

f. Evaluate the effects of the weather on the threat courses of action.

1) Determine visibility (including fog and cloud cover) and light data and analyze effect on operations.

2) Determine wind speed and direction and analyze effects on operations.

3) Evaluate precipitation data and determine effect on operations.

4) Evaluate temperature and humidity and determine effect on operations, personnel and equipment.

5) The TF Air Defense Officer, S3 Air and TF engineer participants with the S2 in determining weather effects on air and ground operations.

6) The TF CMLO participates with the S2 in determining the effects of weather on smoke and chemical employment.

g. Evaluate the effects of other battlefield characteristics on threat courses of action.

1) Determine effects of logistics infrastructure.

2) Determine effects of population demographics.

3) Determine effects of politics.

4) Determine effects of economics.

5) Other.

h. Judge the combined effects of the battlefield on threat courses of action.

1) Combine the evaluation of the effects of weather, terrain and other characteristics into one integrated product.

2) Communicate this integrated analysis through:
   - – Graphic products.
   - – Analysis of area of operations in para. 2 of intelligence estimate.
   - – Intelligence Annex to TF OPORD.

3) Examine threat's critical command and control nodes, high value targets and doctrinal rates of movement.

4) Determine threat's capabilities and limitations to operate effectively in the battlefield environment previously defined.

     5)    Determine composition and organization of threat expected to be opposed in the AO and AI.

4.    **Evaluate the Threat** (FM 34-130, Chap. 2).

NOTE: The TF staff, to include the FSO, CMLO, Air Defense Officer, S3 Air, S1/S4, must assist the S2 in conducting the threat evaluation.

    a.    Identify gaps in knowledge of the threat and initiate action to fill them.

        1)    Use products developed in Task 2 to begin to identify gaps in intelligence.

        2)    Identify specific intelligence information needed.

        3)    Develop a specific list of threat models needed for the IPB process.

        4)    Establish priorities of work and collection to fill these intelligence gaps.

    b.    Acquire relevant intelligence.

        1)    Use available sources to develop and maintain the following threat information:
            –   Updated Order of Battle (OB) files.
            –   Threat strength.
            –   Committed forces and units currently in contact.
            –   Threat reinforcing capability.
            –   Threat support forces available.
            –   Threat obstacles and fortifications.

        2)    Acquire additional information from the intelligence database.

        3)    Request additional intelligence information from other agencies.

        4)    Take steps to collect additional intelligence information for the planning phase based on time available.

    c.    Update threat models.

        1)    Develop doctrinal templates portraying how the threat would like to fight on the defined battlefield.

        2)    Describe threat tactics and options.

        3)    Identify high value targets.

5.    **Determine Threat Courses of Action** (FM 34-130, Chap. 2).

    a.    Identify the full set of rational courses of action available to threat forces.

        1)    The TF staff must participate with the S2 in determining threat COA.

        2)    Utilize developed doctrinal templates and the modified combined obstacle overlay to assist in threat COA development.

        3)    Determine threats most likely objectives and intentions and then examine the threat models (doctrinal templates) which will accomplish this end.

    b.    Evaluate and prioritize each course of action.

        1)    Evaluate each COA.

    2) Compare each COA against the others to determine if the threat is more likely to adopt one over the other.

    3) Prioritize the feasible and likely threat COA.

c. Develop each course of action in the amount of detail time allows.

    1) Each COA must address five factors:
- What type of operation.
- When (time) the operation will begin.
- Where, to include sectors, zones, avenues of approach.
- How (method) the threat will employ assets; dispositions, location of main effort and scheme of maneuver.
- Why. The objective or end state the threat intends to achieve.

    2) Develop threat COAs that include:
- A situation template for each threat COA being considered.
  - Base on doctrinal template.
  - Plot known threat locations (solid symbols).
  - Template assumed threat locations and fire sacs (dashed symbols).
  - Identify boundaries, C2 nodes, reserves, frontages, depths, and other tactical information depicting how the threat fights.
  - List PIR and IR.
- A description of the COA.
  - Either a narrative or "synchronization" type matrix that describes the threat activities shown on the SITTEMP.
  - This description will be expanded during the TF COA analysis (Task 8, CCF 18).
- A listing of high value targets:
  - Highlight HVT here and on template.
  - These may become NAI or TAI.

Note: The development of the threat template and information is needed by the TF commander and staff as early in the TF planning process (CCF 18) as possible. The threat COAs must be prepared so as to be used in the COA analysis (Task 8, CCF 18).

d. Identify initial collection requirements.

    1) Identify potential areas or activities which when the threat operations occur and friendly forces observe them will reveal threat COA. These are termed Named Areas of Interest (NAI).

    2) Evaluate each threat COA for NAI.

    3) Consolidate all NAI on one Event Template.

    4) Develop an Event matrix with all NAI and indicators.

    5) Consider air and ground operations.

e. Use the abbreviated IPB process when time constraints preclude using the more detailed IPB process.

    1) Maintain current intelligence databases.

    2) Focus on essentials.

    3) Stay objective oriented.

    4)    Develop minimum essential IPB products and "good enough" detail. Minimum essential IPB products are:

        a)   "Set" of Situational Templates (one for each COA/most dangerous/most likely).

        b)   Event Template.

6.    **Participate in TF Course of Action Analysis\*** (ARTEP 71-2 MTP, Task 7-1-3906/1; 3906/2; FM 71-123, Chap. 1; FM 34-130, Chap. 4).

    a.    Have prepared situation/event templates for each threat COA.

    b.    During the wargame, the S2 doctrinally and accurately describes how the threat would fight and react to friendly actions.

    c.    The S2 presents threat combat power at selected times and places on the battlefield during the wargame.

    d.    The S2 assists in listing advantages and disadvantages of COA analysis.

    e.    S2, from the wargaming, develops Intelligence Requirements (IR).
        1)   Analyze requirements (PIR, IR).
            – Record them.
            – Validate.
            – Consolidate.
            – Prioritize.
        2)   Develop Specific Information Requirement (SIR) sets.
        3)   Specific information from the wargaming would include NAIs, TAIs and DPs.

    f.    An S2 section member records wargaming results in an event analysis matrix, decision support matrix or decision support template format.

    g.    The S2 plans counter-surveillance.

    h.    See CCF 18, Plan for Combat Operations.

7.    **Prepare Intelligence Products and Assist in TF OPORD Preparation\*** (ARTEP 71-2 MTP, Task 7-1-3901/8; Drills 3 and 4A, ARTEP 34-245-10-DRILL; FM 71-123, Chap. 1; FM 34-130, Chaps. 3, 4).

    a.    The S2 section assists in preparing and disseminating the Warning Order which is sent as soon after the wargaming and commander's decision is complete.

    b.    The S2 section finalizes the reconnaissance and surveillance plan.
        1)   Evaluate resources.
        2)   Develop collection strategy:
            – Select resources (coordinate with S3).
            – Synchronize collection to requirements (Intelligence Synchronization Matrix).
        3)   Develop Specific Orders and Requests (SOR) sets.
        4)   Prioritize SORs for collection assets.
        5)   Incorporate brigade intelligence requirements.
        6)   Construct R&S overlay and plan.
        7)   Provide instruction to collection assets.
        8)   Request support to fill gaps in TF R&S plan.

    c.    Update situation template and prepare for dissemination.

    d.    Prepare intelligence annex detailing:
        1)    Summary of enemy situation.
        2)    PIR and IR (specific and clear).
        3)    Intelligence acquisition tasks.
        4)    Measures for handling threat prisoners, documents and material.
        5)    Documents or equipment required.
        6)    Counter-intelligence*
        7)    Reports and distribution*
        8)    Miscellaneous instructions
        * If not in TSOP

    e.    Assist TF staff in finalizing the Decision Support Template (DST) and synchronization matrix.

    f.    See CFF 18, Plan for Combat Operations.

8.    **Issue/Brief OPORD**(ARTEP 71-2 MTP, Task 7-1-3901/6, 3901/7; FM 71-123, Chap. 3).

    a.    Prepare sketch charts for visual presentation of intelligence information during the OPORD brief.

    b.    Ensure all key participants (per TSOP) receive appropriate S2 products.

    c.    The S2 briefs most current enemy situation and intentions.

    d.    The S2 briefs the R&S plan.

    e.    Conduct final coordination with TF key participants to ensure understanding of intelligence plan and products.

    f.    See CCF 4, Disseminate Intelligence.

9.    **Update/Refine Intelligence Plan** (ARTEP 71-2 MTP, Task 7-1-3901/8; Drills 2, 3, and 4A, ARTEP 34-245-10-DRILL; FM 71-123, Chap. 1; FM 34-130, Chaps. 4 and 5).

Note: The introduction of new intelligence information may occur at any time during the intelligence planning process, or at anytime during the battle, necessitating an abbreviated IPB process to occur and an update or revision of the intelligence plan/products as appropriate.

    a.    Attend backbriefs with the command group and ensure refinements and adjustments directed by the commander are incorporated into the intelligence plan.

    b.    Capture results of rehearsals and update plan.

    c.    Proactively seek information from higher and adjacent units; update plan as necessary.

    d.    Continue to update the situation and event templates, intelligence overlays and other intelligence products.

e.  Receive intelligence reports as a result of the R&S plan and acquire information from other sources; update and disseminate products as appropriate.

f.  During the hasty planning process, the S2 must conduct an abbreviated IPB process, and provide the commander timely and accurate intelligence.

g.  See CCF 2, Collect Intelligence Information; CCF 18, Plan For Combat Operations.

# CALL LESSONS LEARNED RELEVANT TO CCF 1
## (EXTRACTS FROM LESSONS LEARNED BULLETINS)

1. **NTC Commander's Memorandum — November 1985**

   The IPB, done properly, drives tactical planning.

   The IPB must be done by the commander and his entire staff. .

   The IPB drives reconnaissance and surveillance planning and execution.

   IPB is a continuous process; templates must be updated and disseminated throughout the battle.


2. **Lessons Learned Bulletin — January 1986**

   Determiners of success for the S2 is his ability to conduct an effective terrain analysis, interpret enemy formations and intentions, develop sound situational templates and develop a comprehensive R&S plan.

   The S2 must conduct a terrain recon if at all possible.

   The collection plan should be developed very early in the planning process and continue throughout the battle.

   The TF must know enemy dispositions and strength on the objective area in order to determine where to achieve mass.

   The TF S2 must develop a "feel" for the terrain in order to conduct a situational template and determine how the enemy might use the terrain.

   The TF must consider the battlefield requirement to handle enemy prisoners of war (EPW), detainees, and captured enemy documents.


3. **Lessons Learned Bulletin — September 1986**

   In the attack, PIR should include mobility and concealment along axes/routes, enemy dispositions and strength.

   The S2 must consider tasking air assets in the collection plan.

   Use the Battlefield Information Control Center (BICC) to look forward in time for battle intelligence.

   The BICC has a major role in the collection plan, and interfaces with other headquarters' S2 for intelligence.

   The artillery DS Bn S2 and the supported maneuver unit S2 must coordinate to ensure intelligence products match.

By developing a rear area IPB, the maneuver commander can plan for fires and other asset employment based on enemy.

4.  **Lessons Learned — February 1987**

Doctrine covering development of the IPB for offensive operations is sound and found in Fm 34-80, Chapter 4.

The air defense officer assists in developing air avenues of approach for the enemy.

The alternate TF TOC must have all current intelligence products.

The S2 must deduce the impact of his IPB product information on the operations of the TF elements and brief that impact to the subordinate elements (i.e., how will weather affect smoke operations, when can units expect enemy artillery).

5.  **Lessons Learned — July 1987**

The air defense platoon leader must be knowledgeable of enemy threat air defense capability.

6.  **Commander's Comments Bulletin — June 1986**

Unit personnel must know enemy vehicle identification, tactics, dispositions and strength.

Develop and update situation template and ensure key personnel are provided the current intelligence information.

Coordinate GSR, scouts, communications, and other assets in an aggressive recon and surveillance plan.

Scouts must be given their mission early in the battle so they can gain contact with the enemy early.

Develop a DST with decision points when engaging moving enemy formations.

7.  **Lessons Learned Bulletin — April 1987**

The IPB must project the enemy formations into and through the friendly defenses.

Establish NAIs and TAIs on potential enemy PZs/LZs in unit area of operations.

IPB is a continuous, integrated and comprehensive analysis of the effects of enemy capabilities, terrain, and weather on operations over time.

The IPB should extend throughout a unit's entire area of interest.

8. **Lessons Learned Bulletin — May 1988**

   Enemy defenses are increasingly more formidable the longer the enemy has to prepare mines, trenches and obstacles.

   Include enemy minefields as NAI.

9. **Lessons Learned Bulletin — July 1988**

   For deception to be successful, enemy intelligence gathering capabilities must be understood, what information the enemy might accept must be determined, what information the enemy needs to confirm and the latitude the enemy commander has to modify ongoing operations must be ascertained.

10. **Lessons Learned Compendium — Fall 1988**

    IPB works and is essential for success on the battlefield.

    The situation template must be confirmed by recon.

    The S2 should address PIR and the sit template during the OPORD brief.

    The event template forms the basis for staff planning and wargaming.

    The S2 finalizes the TF collection plan against the commander's intent and concept.

    All key leaders and staff must realize the IPB process is continuous.

    Get recon assets out into the recon mission ASAP.

    The DS FA Arty Bn S2 should be in close coordination with the maneuver unit S2.

11. **NCO Lessons Learned — October 1989**

    The staff NCO's must be an integral player in the battle staff.

12. **Commander's CASEVAC System — November 1989**

    During the wargaming of the plan, the high intensity battlefield areas where the enemy will fight in strength must be identified; this will allow anticipated casualties and the proactive planning for CASEVAC.

13. **The Musicians of Mars — June 1990**

    The commander must understand and endorse the S2s picture of how the enemy will fight or work with him until there is agreement. This will ensure the commanders concept is based on how the enemy will fight.

14. **Winning in the Desert — August 1990**

    Know the enemy, the area of operations and weather and terrain when preparing for battle.

15. **Winning in the Desert II — September 1990**

    When performing METT-T analysis, do so by being cognizant of the unique environment within which operations will be conducted.

    Consider terrorist activity even at TF level.

16. **Fratricide Risk Assessment — March 1992**

    A sound IPB and effective reconnaissance can lead to reduced fratricide.

## LESSONS LEARNED INTEGRATED
## INTO CCF 1 TASK LIST

1.  **Receive Mission — Conduct Analysis of Available Intelligence Information**

    The TF S2 must develop a "feel" for the terrain in order to conduct a situational template and determine how the enemy might use the terrain.

    The S2 must conduct a terrain recon if at all possible.

    Determiners of success for the S2 is his ability to conduct an effective terrain analysis, interpret enemy formations and intentions, develop sound situational templates and develop a comprehensive R&S plan.

    The IPB process is continuous.

    The S2 must consider air IPB and interface with aviation S2.

    Use the Battlefield Information Control Center (BICC) to look forward (in time) for battlefield intelligence.

    The S2 (section) must know enemy tactics, doctrine and OB.

    The IPB is a continuous, integrated and comprehensive analysis of the effects of enemy capabilities, terrain and weather on operations over time.

    The IPB should extend throughout a unit's entire area of interest.

    The IPB drives tactical planning.

2.  **Define the Battlefield Environment**

    The TF S2 must develop a "feel" for the terrain in order to conduct a situational template and determine how the enemy might use the terrain.

    In the attack, PIR should include mobility and concealment along axis of approach, enemy dispositions and strength.

    The S2 must consider air IPB; the air defense officer can assist in developing air avenues.

    The S2 must develop rear area IPB.

    The IPB must project the enemy formation into and through the friendly defense.

    The IPB must extend throughout a unit's entire area of interest.

    Know the enemy, the area of operation and weather and terrain when preparing for battle.

## 3. Evaluate the Battlefield Effects on Courses of Action

The TF S2 must develop a "feel" for the terrain in order to conduct a situational template and determine how the enemy might use the terrain.

The S2 must consider air IPB and interface with aviation unit.

When performing METT-T analysis, do so by being cognizant of the unique environment within which operations will be conducted.

## 4. Evaluate the Threat

When performing METT-T analysis, do so by being cognizant of the unique environment within which operations will be conducted.

## 5. Determine Threat Courses of Action

The IPB must be done by the TF commander, the S2 and the entire staff.

The IPB is a continuous process; templates must be updated. ·

The air defense platoon leader must be able to assist in integration of enemy air threat.

Develop a DST with DPs when engaging a mounted moving enemy force.

Establish NAIs and TAIs on potential enemy PZs/LZs in unit AO.

Include enemy mine fields as NAI/TAI.

The event template forms the basis for staff planning and wargaming.

## 6. Participate in TF COA Analysis

The TF must consider the battlefield requirement to handle enemy prisoners of war (EPW), detainees and captured enemy documents.

The artillery DS Bn S2 and the supported maneuver unit S2 must coordinate to ensure IPB product match.

The enemy defenses become increasingly more formidable the longer the enemy has to prepare mines, trenches and obstacles.

For deception to be successful, enemy intelligence gathering capabilities must be understood, what information the enemy might accept must be determined, what information the enemy needs to confirm, and the latitude the enemy commander has to modify ongoing operations must be ascertained.

During the wargaming, battlefield areas where the enemy will fight in strength must be identified. This will lead to proactively planning CASEVAC.

The TF commander must understand and endorse the S2's picture of how the enemy will fight.

Consider terrorist activity; even at TF level.

7. **Prepare Intelligence Products and Assist in TF OPORD Preparation**

   Incorporate GSR, scouts, communication and other available assets into a sound R&S plan.

   The situation template must be confirmed by reconnaissance.

   The S2 staff NCOs must play an integral part in the IPB process and developing intelligence products.

   A sound IPB and effective reconnaissance can lead to reduced fratricide.

8. **Issue/Brief OPORD**

   The alternate TF TOC must have all current intelligence products.

   The S2 must deduce the impact of his IPB product information on the operations of the TF elements and brief that impact to the subordinate elements.

   TF personnel must know the enemy doctrine, tactics, OB, weapons system, vehicle identification and capabilities.

   The S2 should address PIR and the situation template during the OPORD briefing.

   The TF IPB products must be used by the units supporting the TF (ARTY, ENGR, etc.).

   The TF S2 must provide intelligence to those in the combat and field trains.

9. **Update/Refine Intelligence Products/Plan**

   Update situation template and ensure key personnel are provided the current intelligence information.

# CCF 1
# CRITICAL TASKS AND OTHER LINKAGES

| TASK | OTHER LINKAGES |
|---|---|
| 1. Receive mission – Conduct analysis of available intelligence information | S2/BICC (STP 34-35II-MQS)<br><br>– Conduct All-Source Intelligence Analysis (01-3381.41-4014)<br><br>– Analyze Intelligence and Combat Information (01-3381.39-4004)<br><br>– Direct the Intelligence Portion of the IPB Process (01-3381.01-5002)<br><br>– Recommend PIR/IR (301-3360-3006) |
| 2. Define the battlefield environment | S2/BICC (STP 34-35II-MQS)<br><br>– Conduct Battlefield Area Evaluation (01-3381.01-4012)<br><br>– Conduct Terrain and Weather Analysis (01-3381.01-4013) |
| 3. Evaluate the battlefield effects on courses of action | S2/BICC/S2 NCO (STP 34-35B14-SM-TG)<br><br>– Prioritize Avenues of Approach According to Size/Directness/Length (301-336-2300)<br><br>– Determine Air Avenues of Approach (301-336-2301) |
| 4. Evaluate the threat | S2/BICC (STP 34-35II-MQS)<br><br>– Prepare Order of Battle Studies (01-3381.41-4015)<br><br>– Conduct Threat Evaluation (01-3381.01-4014)<br><br>S2 NCOs (STP 34-96B14-SM-TG)<br><br>– Supervise Organization and Maintenance of Order of Battle Information (301-336-2001)<br><br>– Review Current Intelligence Holdings to Identify Gaps (301-336-2004)<br><br>– Develop Doctrinal Templates (301-336-2200) |

November 23, 1993

| **TASK** | **OTHER LINKAGES** |
|---|---|
| 5. Determine threat courses of action | S2/BBICC (STP 34-35II-MQS) |
| | — Conduct Situation Development (01-3381.01-4016) |
| | S2 NCOs (STP 34-96B14-SM-TG) |
| | — Develop Situation Templates for Each Avenue of Approach (301-33602250) |
| | — Develop Event Templates Based on Situation Templates (301-336-2251) |
| | — Develop event Analysis Matrix for Each Mobility Corridor (301-336-2252) |
| | — Prioritize Threat Probable Courses of Action (301-336-3250) |
| 6. Participate in TF course of action analysis | S2/BICC (STP 34-35II-MQS) |
| | — Participate in the Development of Intelligence Requirements (01-3381.01-5001) |
| | — Participate in the Development of the Decision Support Template (01-3381.01-5003) |
| | — Acts as a Realistic and Uncooperative Enemy During Wargame (no MTP/STP ref) |
| | S2 NCOs (STP 96B14-SM-TG) |
| | — Develop Decision Support Template (301-336-2100) |
| | — Recommend AI and AO Based on METT-T (301-336-4000) |
| 7. Prepare intelligence products and assist in OPORD preparation | S2/BICC (STP 34-35II-MQS) |
| | — Prepare the Intelligence Estimate (01-3381.41-4004) |
| | — Assist in Preparing the Intelligence Annex (01-3381.41-4001) |
| | — Produce Finished Intelligence Products from All-Source Information (01-3381.41-5003) |
| | — Develop an Intelligence and EQ Scheme of Maneuver (01-3381.04-5001) |

## TASK

9. Update/refine intelligence plan

## OTHER LINKAGES

S2 NCOs (STP 34-96B14-SM-TG)

- Extract from Collection Plan Information to be Incorporated into the Intelligence Annex (301-336-2003)

- Draft Intelligence Estimate (301-336-2003)

- Supervise Preparation of Written Analysis of the Battlefield Area (301-336-3100)

- Prepare Intelligence Annex to OPLAN/OPORD (301-336-3102)

- Supervise Preparation of Intelligence Estimate (301-336-3104)

The S2 and S2 Section updated existing intelligence products and prepares them for timely distribution to TF subordinate and supporting units.

# CONDUCT INTELLIGENCE PLANNING
## REFERENCES

### FMs

| | |
|---|---|
| 34-1 | Intelligence and Electronic Warfare Operations (Draft), May 1993 |
| 34-2 | Collection Management and Synchronization Planning (Draft), May 1993 |
| 34-3 | Intelligence Analysis, March 1990 |
| 34-80 | Bde/Bn Intelligence and Electronic Warfare Operations, April 1986 |
| 34-130 | Intelligence Preparation of the Battlefield (Draft), Feb. 1993 |
| 71-123 | Tactics, Techniques, and Procedures for Combined Arms Heavy Forces: Armored and Mechanized Infantry Brigade, Battalion/Task Force, and Company/Team, September 1992 |
| 71-2 | The Tank and Mechanized Infantry Battalion Task Forces, September |
| 100-2-1 | Soviet Army: Operations and Tactics, July 1984 |
| 101-5 | Command and Control for Commander's and Staff (Draft), July 92 |

### ARTEPs

| | |
|---|---|
| 34-245-10-DRILL | Drills/Procedures for the Intelligence Section, December 1987 |
| 71-2-MTP | MTP for the Tank and Mechanized Infantry Battalion Task Force, October 1988 |

### STPs

| | |
|---|---|
| 34-35II-MQS | Military Qualification Standards II Military Intelligence Branch (35) Company Grade Officer's Manual, Sep 91 |
| 34-96B14-SM-TG | Soldier's Manual and Trainer's Guide, MOS 96B (Intelligence Analyst) Skill Levels 1/2/3/4, Dec 91 |

### Published Lessons Learned

NTC Commander's Memorandum – November 85

Lessons Learned Bulletin – January 1986

Lessons Learned Bulletin – July 1986

Lessons Learned Bulletin – September 1986

Lessons Learned Bulletin – November 1986

Lessons Learned Bulletin – February 1987

Lessons Learned Bulletin – July 1987

Lessons Learned Bulletin – April 1987

Lessons Learned Bulletin – May 1988

Lessons Learned Compendium – Fall 1988

Heavy-Light Lessons Learned – August 1989

NCO Lessons Learned – October 1989

Commander's CASEVAC System – November 1989

Fire Support Lessons Learned – May 1990

The Musician of Mars – June 1990

Winning in the Desert – August 1990

Winning in the Desert II – September 1990

Battlefield Logistics – December 1991

Fratricide Risk Assessment – March 1992

The Battalion and Brigade Battle Staff – July 1993

## Other References

| F626 | *Preparation for Combat Operations Exercise*; Combined Arms and Services Staff School, October 1991 |
|---|---|
| NTC Working Paper | Green Team Guide to Teaching Tactical Decision Making |